

# THE PUBLIC RELATIONS JOURNAL

OF THE AMERICAN COUNCIL  
ON PUBLIC RELATIONS

---

\$5 A YEAR

50c A COPY

**Banks and Opinion Polls**

By ALLAN HERRICK

**A Top Management Responsibility**

By J. CARLISLE MacDONALD

---

VOLUME 2  
AUGUST

NUMBER 8  
1946

---

## TABLE OF CONTENTS

	Page
EDITORIAL . . . . .	1
BANKS AND OPINION POLLS . . . . .	3
<i>By Allan Herrick</i>	
A TOP MANAGEMENT RESPONSIBILITY . . . . .	7
<i>By J. Carlisle MacDonald</i>	
HOW TO BUILD GOOD RELATIONS WITH SCHOOLS . . . . .	10
<i>By Paul S. Amidon</i>	
WHERE DO WE PLACE THE ACCENT? . . . . .	14
<i>By Ben S. Trynin</i>	
DO YOU KNOW YOUR RADIO SOUND EFFECTS? . . . . .	16
<i>By Esther Frances Harlow</i>	
A PROGRESS REPORT ON AMALGAMATION . . . . .	20
<i>By Geo. W. Kleiser</i>	
THE PUBLIC RELATIONS COUNSEL:	
<i>Is Licensing the Answer?</i> . . . . .	21
<i>By Walter W. Belson</i>	
THE WEATHERVANE . . . . .	24
<i>By Virgil L. Rankin</i>	
PUBLIC RELATIONS POLICY, PROBLEMS AND PROGRAM OF THE AUTOMOTIVE SAFETY FOUNDATION . . . . .	28
<i>By John W. Gibbons</i>	
THE CLICK OF HER HEELS . . . . .	31
<i>By Dora McLean</i>	
PUBLIC RELATIONS IN THE MIDWEST . . . . .	35
<i>By Frank Block</i>	
LAZY PEOPLE HAVE OPINIONS TOO . . . . .	38
<i>By J. Archer Kiss</i>	

## THE PUBLIC RELATIONS JOURNAL

**EDITORIAL STAFF:** REX F. HARLOW, *Editor*. VIRGIL L. RANKIN, *Managing Editor*, BEN S. TRYNIS, *Research Editor*.

**OFFICERS AND TRUSTEES:** *President:* REX F. HARLOW, Public Relations Consultant, San Francisco. *Vice Presidents:* VERNE BURNEIT, Public Relations Counsel, New York City; E. A. CUNNINGHAM, Manager Public Relations Department, Shell Oil Company, San Francisco; HENRY E. NORTH, Vice President, Metropolitan Life Insurance Company, San Francisco; CONGER REYNOLDS, Director of Public Relations, Standard Oil Company of Indiana, Chicago. *Secretary-Treasurer,* JOHN E. PICKETT, Editor, *Pacific Rural Press*, San Francisco; HAZEL R. FERGUSON, Assistant to the President and Director of Public Relations, Butler Brothers, Chicago; DON E. GILMAN, Executive Vice President, Western Oil and Gas Association, Los Angeles; JAMES W. IRWIN, Public and Employee Relations Consultant, New York City; HOLGAR J. JOHNSON, President, Institute of Life Insurance, New York City; RAYMOND W. MILLER, Public Relations Consultant, Washington, D. C.; FRANK J. REAGAN, Vice President, Pacific Telephone and Telegraph Company, San Francisco; ORDWAY TEAD, Director, and Editor of Economic Books, Harper and Brothers, New York City; EDGAR A. WAITE, Manager, Public Relations Department, Standard of California, San Francisco; RAY B. WISER, President, California Farm Bureau Federation, Berkeley.

**THE JOURNAL** is published monthly by the American Council on Public Relations at 369 Pine Street, San Francisco 4, California. Council members in the United States and Canada receive it as part of the Council service, which includes books, monthly news bulletins, research studies, and miscellaneous brochures; non-members of the Council—individuals, libraries and institutions—may subscribe to it at \$5.00 a year in United States or Canada. Copyright 1946 by American Council on Public Relations.

# THE Public Relations JOURNAL

Volume 2

AUGUST, 1946

Number 8

## Editorial

### *A Period of Organization*

INDUSTRIES, professions, and other callings, like individuals, seem to pass through certain well-defined periods. They go along for weeks, months, even years, without much apparent change. Then suddenly a new mood takes hold. New ways of doing things are sought. Actions are marked by characteristics which clearly announce that a change in direction, motive and interest has taken place.

Public relations is passing through such a period at the moment. One of the oldest and most fundamental of human activities, it has been practiced since the beginning of human society. But through the long centuries persons who practiced it did not think of themselves as belonging to a special calling. Many there were no doubt who thought long and earnestly about the science and art of human relations. But until the turn of the present century they gave no label to these activities. Indeed, only during the last two or three decades has public relations taken shape in men's minds as a distinct field. And possibly only within the past half a decade have persons who work at public relations begun to feel a sense of oneness growing up among themselves. It is this recent development which is producing the present period for public relations.

This period is characterized by an ap-

parent urge on the part of a rapidly enlarging number of public relations practitioners to meet together frequently. The movement is something like that which produced guilds, crafts and the modern professions. Public relations men and women, therefore, are running true to form. In striving to define the limits of their field they are instinctively turning to one another to exchange ideas and experiences, to learn from one another.

Increasing organization is an inevitable result. Where people want and need to get together, they find it desirable to build organizations. At first their purpose is largely social. Then it tends to become fraternal. And finally it becomes professional. Soon organization effort takes on a distinctly trade, professional or educational tone, or includes all three of these tones. Then there develop various desires among which are: establishing professional public recognition through organization affiliation, and protecting this recognition by setting up professional standards and limiting memberships.

Public relations organization is going on rapidly today. National, regional, state and local groups are coming into existence in cities and towns the nation over. The purposes and programs of these organizations are as varied as the interests and needs of the members who compose them. Little in the way of a distinct pattern has yet emerged from this ac-

tively developing scene. The most that can be said about it at the moment is that it reflects a dynamic profession in the making which is suffering growing pains. Like a young giant, public relations is flexing its muscles and looking about for opportunities to try its strength.

All of which is to the good—IF cool heads, brave hearts and strong hands take hold of the situation. This period through which public relations is passing is a very hopeful one, indeed. But it is likewise a very critical period, which should be dealt with accordingly.

## II

### *The Time Is Now!*

INTELLIGENT organization is only one of the critical needs which public relations workers face at the moment, however. Another need even more pressing is to set public relations itself into high gear.

The war is over. Business, industry, finance, government, labor, agriculture—all the major divisions of our national life are busily trying to readjust their affairs so as to take full advantage of the opportunities of the present and effectively prepare for those of the future. It is a time of careful and extensive planning. Lines laid now may easily, in many situations probably will, control for years to come. Our national and institutional lives are rapidly being shaped into permanent molds; and those molds are different from the ones of the past.

In this process public relations should be playing a dominant part. It should be the tool on which persons who are doing the shaping of our individual and institutional lives are depending to accomplish their best results. It should be in the vanguard, offering a philosophy of sound human engineering, progressiveness, and hopefulness leading to a bright and prof-

itable future. At the same time it should be offering the mechanics through which desired goals can be achieved.

That's the task which public relations has before it—and also its great opportunity and responsibility.

And so, as never before in the history of our calling, those of us who are engaged in public relations work have need of going into high gear. We should go on the offensive. This is our chance to perform a service so important and valuable that henceforth public relations will be recognized by everybody for the vital function it performs.

We have got to band together. We must pull as one strong, confident team. We are called upon to do the finest job for public relations that has ever been done.

This means that we need to think our way through the haze of uncertainty, doubt and lack of understanding of what the true function of public relations actually is. Not until we have done this will we be able to sell our services to those who need and can use them. Not until then will we be permitted to perform a full measure of service for our clients and employers.

The task is urgent. The time is now. Let's get going.

REX F. HARLOW

---

*"I very much suspect that if thinking men would have the courage to think for themselves, and to speak what they think, it would be found they do not differ in . . . opinions as much as is supposed."*—THOMAS JEFFERSON, *Writings*, Vol. XIII.

# BANKS AND OPINION POLLS

By ALLAN HERRICK

Advertising Manager, Security-First National Bank of Los Angeles

OPINION SURVEYS are comparatively new to the banking field, having been adapted for use by individual banks and by banking associations only during the past few years. Appreciation of the value of these polls, however, is gaining rapidly. Banks are finding them a useful and serviceable tool in solving some of the vexing public relations problems which have arisen in the financial field during the past decade.

One of the first of the banking groups to use a poll on a nation-wide basis was the Association of Reserve City Bankers, which in 1939 financed a confidential study conducted by one of the leading public-opinion experts of the country. The following year the Trust Division of the American Bankers Association conducted a poll of the upper income groups dealing with trusts and trust institutions. At the present time the American Bankers Association is conducting surveys in leading cities of the country dealing with public knowledge and use of bank services.

## Continuing and Periodic Surveys

State associations of bankers, too, have become interested in opinion surveys. The Connecticut bankers have conducted one, and Montana bankers have one under consideration. Coupled with these have been many surveys conducted by individual banks. One of the largest of the nation's institutions operates a continuing study of public opinion, current from month to month, regarding its operations. Another very large bank conducts a broad survey every other year, with less pretentious interim studies as need arises.

These surveys have brought to sharper focus some of the bankers' current public relations problems. Primarily they have disclosed that it is the non-customer

—the man with few financial contacts—who most needs attention. It is he who complains of the bank's service and operations, deplores its fees and charges, and longs for the day of government ownership. With no direct knowledge of his own, he falls an easy prey to the demagogue who denounces banks.

## Knowledge Simplifies the Job

Surveys show that the average customer is reasonably well satisfied, sometimes enthusiastic, about his bank, and in the polls he goes on record favoring it and its management. The non-customer, however, gazing at the cold marble columns and austere facade of the bank, knowing little of the services it renders, mutters under his breath, and at the first opportunity casts his vote in opposition to it.

Knowledge of this situation has greatly simplified the work of those in banks who struggle with the public relations problem. Is the non-customer unfriendly? If so, induce him to become a customer. Find some way to be of aid to him. Stop his complaints by helpful, considerate service. By kindly treatment convert him into a permanent friend and well-wisher.

This approach would seem to lack the versatility necessary to meet public relations problems as complex as those faced by the banks. But such has not been the case. On the contrary, the movement by banks in the past ten years to bring into their lobbies countless thousands of new customers, particularly from the low-income brackets, has been one of the most outstandingly successful events in the entire history of American banking.

A series of fortunate events contributed to this favorable outcome. First was the inauguration in 1935 of the National Housing Act. Under it, banks could offer a lending service to millions of people

who had never previously been able to borrow at a bank. A man could walk into a neighborhood bank and on his face borrow the full amount necessary to repaint, re-roof, remodel or repair his home. Or he could, with an astonishingly small down payment, buy a complete new home, with fireplace, garage, cement walks and a clothes line, all for monthly payments less than rent. Lending of this kind, repeated in banks all over America, was one of the first blows to be struck against public apathy, indifference and hostility as applied to banks.

### **Installment Lending**

About this time, the inauguration of installment lending by banks gave further impetus to the movement to eliminate public mistrust to financial institutions. The surveys showed that the lower-income brackets provided most of the antagonism to banks. A broad installment lending program, applicable to people of small means, provided the banks with exactly the tool required to reach this group. All the applicant needed to get a loan was a job and a record for reasonable payment of household bills. Millions could qualify. The number defaulting was so small that little ill-will was created. The credit terms were easy, and the rates the lowest ever seen in the installment field. The borrower could pay on terms tailored to suit his needs and do business with reasonable people who were approachable when misfortune overtook him and he could not meet the installments. Thus was developed one of the most potent weapons ever devised to convert the unfriendly non-customer into a cordial well-wisher—the small loan.

Expansion of the installment lending services of banks is still under way in this country. It has not yet reached its peak. In some cities banks still are backward. But across the country, it is spreading like wildfire. Mr. John B. Paddi, Vice President, Manufacturers Trust Company, New York, states that when his

bank made its first installment loan in 1935, there were only one large and one small commercial bank and six industrial banks making loans of this type in the area. Today, in addition to almost one hundred banks in the commuting New York district making this type of loan, there are within the city limits 39 commercial banks and 7 industrial banks with over 300 branches engaging in this type of lending.

Convinced that they were on the right track in reaching the lower income brackets, bankers next began to give attention to one of the oldest of their services—checking accounts. Forward-looking minds devised the popular “special” account, an invention that has proved as powerful as an atomic bomb in dispelling public ignorance of bank services. In an earlier age banks had sought to compensate for higher operating costs by requiring larger balances on checking accounts. In a small town it took \$50 to open a checking account. In a small city the figure was \$100. In a metropolitan bank it might be, and in some cities still is, \$1,000. This plan was only partially effective. It had many faults. Among other defects it eliminated as potential bank customers, many of those who were unfriendly to banks.

### **“Special” Checking Accounts**

The modern bankers’ solution to this problem is the “special” checking account, known by a variety of names, some copyrighted and some not, but all meaning a checking account that can be opened with any small amount. Service charges are paid in proportion to checks used, or the activity of the account. On one of the most largely used plans, an account can be opened with any sum. At the same time the depositor buys a book of 10 checks for \$1. That covers the cost. Thereafter there is no requirement that he keep any fixed amount on deposit. If he keeps enough in the account to cover the checks he draws, no one complains.



He pays for the account strictly on a service basis. In most communities, comparing the cost of gas, oil and shoe leather if bills are paid in person—or the cost of money, express, or post office orders if sent by mail, the “special check” is the cheapest known way to pay household bills.

With substantial advertising support behind it, this new account—offered by banks throughout the country—in the past few years has won new friends for banks literally “by the million.” In the Los Angeles areas, as an example, the number of persons having checking accounts carried by the leading banks increased from 36 per cent of the adult population in 1940 to 53 per cent in 1945. Industrial workers accounted for a huge share of this increase, bringing into the banks exactly the persons the public relations people most wanted to reach.

### Another “Advanced Weapon”

Lately banks have begun to use still another “advanced weapon” in the attack on the unfriendly non-customer. Along with the installment loan, the special check, and other services has come the “small estates” program. For years trust departments of banks felt unable to accept estates of small size for settlement. Costs would exceed profits, was the belief. But would they? Several banks, convinced that the day of the great fortune was passing and that a re-examination of the situation was required, boldly entered the small estate field and offered to settle estates as small as \$1,000. Few estates of that size were received. But the appeal brought into the trust departments thousands of new customers who had held aloof in the belief their estates were too trivial for bank consideration. Again, more friends for financial institutions.

Not only in clarifying the major problem, but also in working out the details of solution, public opinion surveys have been of the greatest help to the individual banks using them. The surveys have sup-

plied quickly and easily the answers to some of the most vexing questions necessary to a proper presentation of the new services. How is the customer paying his bills today? Why does he use cash? Does he know the banks offer a popular checking service? Is he pleased with postal or express money orders?

### Discloses “Copy Slant”

In the homebuilding field, answers to simple questions were equally helpful. What sort of financing did the prospect consider using? Where would he go for information? Which was most important, the rate of interest, maturity, or down payment? Which of the many features of the new loans made the greatest appeal? One bank which conducted surveys of this type was astonished to discover that much of its copy about the delight of home ownership was unnecessary. The customer already believed in ownership. What he wanted was information on how he could accomplish it.

In the estate settlement field, equally helpful answers were obtained in contacting the public with respect to its knowledge of trust matters. Where would the prospect go for services in connection with the settlement of an estate? What size estate would he expect the bank to handle? What about trust company charges? Would he rely on the bank's ability and integrity?

Not only in the long-pull public relations approach, but also in throwing light on the banks' day to day problems, have surveys proved their worth. From door to door, during the war, trained investigators secured for the banks information of the greatest value. Were women tellers acceptable? What was the public view of the desirability of bank employment? What was the public attitude on sale of war bonds, payroll deductions and a host of other allied matters of deep concern at varying periods during the war? Polls supplied the answers.

One of the banks which used surveys

of this type found tremendously helpful the practice of obtaining in typewritten form the actual answers given by the prospect. These lent additional color to the matter-of-fact tables showing percentages of public likes and dislikes.

The outlook for further use of surveys by banks is extremely good. The American Bankers Association is increasing the number of cities in which its "bank-use poll" is being conducted. Successful surveys in the general business field by agencies such as the National Association of Manufacturers have built wider acceptance for this type of investigation. Also, checks made from time to time upon the accuracy of polls have revealed surprising dependability.

With the completion of reconversion and the restoration of more normal employment conditions generally, the services of survey groups should become more

readily available throughout the country. At the present time the business is limited to a small group of highly-skilled agencies, most of them overworked. The client often must wait months for a survey, the actual production time of which is only a few weeks. Many good advertising agencies have developed research services of high order for the service of their clients. Some of their clients are not yet aware of the value of these facilities. Some manufacturers and distributors which use surveys regularly in solving the practical problems of their day-to-day approach to the customer have not yet begun to adapt this medium to some of the larger problems of the business. The trend in that direction is very marked, however, and in the future not only banks but other business firms, will undoubtedly find the opinion poll a major public relations tool.

*ALLAN HERRICK has been promoting bank services for more than 30 years. He worked on some of the first joint advertising campaigns of the American Bankers Association. Born in Minnesota, attended high school in Oregon and holds degrees from University of California and Columbia University. He has done graduate work at Harvard Graduate School of Business Administration, London (England) School of Economics, and University of Southern California. Author of You Don't Have To Be Rich, a book dealing with family finances. One of the founders, and first president, of the Los Angeles Chapter of American Council on Public Relations; member of Public Relations Council of the American Bankers Association.*

---

### From the Homes of Common Men

"The great voice of America does not come from the seats of learning. It comes in a murmur from the hills and woods and farms and factories and the mills, rolling and gaining volume until it comes to us from the homes of common men. Do these murmurs echo in the corridors of the universities? I have not heard them. The universities would make men forget their common origins, forget their universal sympathies, and join a class—and no class can ever serve America."—WOODROW WILSON.



"There are a multitude of factors which comprise a well rounded public relations program, all of which command the attention and thoughtful consideration of management at the top level."

## *A Top Management Responsibility*

By J. CARLISLE MacDONALD

Assistant to the Chairman, United States Steel Corporation, New York City

THE INTENSIFIED INTEREST of business and industry in public relations during this postwar period is a case of history repeating itself, but with one important difference.

It was after World War I that the then relatively new profession of public relations came to the attention of the business community. Then, however, it was thought of all too often in terms of "free" publicity, volume of press clippings and spectacular promotional stunts.

In contrast, public relations—as an integral part of top management—came of age during World War II, culminating a decade of development that began in the thirties.

Probably one of the best evidences of the growth and greater acceptance of the principles of effective public relations is the fact that today we seldom hear the request for a one sentence definition of the term itself.

That demand, heard so frequently ten years ago, brought forth many definitions. In the great majority of these, emphasis is placed upon first doing something, and then talking about it. For example, the definition that guides our activities in United States Steel Corporation is "Public relations is the creation and carrying out of broad policies which will be reflected in favorable public opinion."

Under this, and similar definitions, public relations is not, and never can be, synonymous with publicity.

No matter how well geared to tell our

story we may be, it is far more important that we have a good story to tell. It is in this phase of public relations that the decisions of management are all-important. If the policies of a company are contrary to the interests of the nation or the community—if the company is not meeting production schedules; if it is delivering an inferior product or service; if the handling of its financial affairs are unsound—no amount of publicity material can gain for it good public relations.

This axiom applies whether the business be large or small. Its greater acceptance is demonstrated by the increasing number of corporations which have set up the public relations department as a separate function, responsible to top management, rather than as a branch of some other department.

One of the most important reasons for this changing concept is the necessity for the consideration of the public relations factors of management decisions at their inception. Accountants have a word which is applicable in this regard. It is "pre-auditing."

Traffic executives, for example, know that by pre-auditing freight shipments—considering cost and service factors prior to routing—efficiency increases and savings are effected. This also applies to the public relations aspects of many management decisions. By pre-auditing public opinion when a policy is being formulated, we often can avoid unfavorable public reaction when that policy is put into effect.

The public relations man should be looked upon as a safety engineer rather than a fire chief. It is, of course, comforting to have a good fire department to call when a blaze breaks out. However, the preventive recommendations of a good engineer often prevent costly tragedies. In a similar manner, early public relations consideration of a problem will often prevent it from developing into an emergency.

### **Battles Are Lost**

Timing is all-important in public relations. Industry and business have lost many battles for public favor because they gave too little information too late. When the public relations department is completely informed as to the development of any situation, and is consulted during the consideration of new policies, it is in a position to move quickly and intelligently when those policies become matters of public interest. Moreover, it is often able to stimulate public interest in progressive policies which otherwise might not be called to public attention. Long-range planning is as essential in public relations as it is in financial operating and sales activities.

From a long-range point of view, the objective of any American business organization should be to produce and sell a good product or service at a reasonable price, under a system of competitive free enterprise; and to so manage its affairs as to pay good wages to employees and provide a fair return to investors. While this may be over-simplified, it is the essence of our American system. It would seem to be an objective with which the majority of Americans would agree. Yet, there are detractors of business who would take issue with it. Many of these people and organizations are today using propaganda techniques on a scale unparalleled in history to sell their viewpoint—often entirely theoretical—to the American people.

### **Organized Labor Active**

Certain segments of organized labor

are active in this regard. In their zeal to obtain greater power for labor leadership, they have advanced economic and social philosophies which would, if successful, cripple our system of free enterprise and impose upon the nation a type of state control foreign to our traditions.

This is the type of competition free enterprise faces today, and it offers a tremendous public relations challenge to American business and industry. To meet this challenge industry must take advantage of every opportunity to tell its story, and to demonstrate the contribution of business to the welfare of the nation and the public as a whole. Better public relations toward this end are a management responsibility to the untold millions of investors who have backed their faith in our competitive system of free enterprise with their savings.

### **War Record Good**

During the war years many industrial organizations met this public relations challenge in an extremely effective manner. They not only produced record quantities of the weapons needed for war, but told the story of this production in an intelligent, factual manner. As a result the part played by American industry in achieving allied victory is quite generally recognized.

An example from United States Steel's experience might be cited in this connection. Early in the war, it became apparent to us that we were launched upon a production task unparalleled in history. We have just published a record of our war production in a book entitled *Steel in the War*. It is a story of accomplishment under the American system which amazes even ourselves. The response of editors, libraries, schools and colleges throughout the country has been enthusiastic, and the book probably will be used by them for reference purposes for a long time to come.

This is only one example of the many possible ways in which an individual company may tell the story of industry so

that its contribution to our way of life may be fully known. The story of American industry and business is a good story, and when it is told it will be properly and highly evaluated by the American public.

In the field of competition for favorable public opinion, industry and business have made long strides during the war years. However, the need for further progress did not cease with the end of the war. Rather, public relations efforts must be re-oriented and intensified, if there is to be adequate public recognition of the contributions of our American business system to the peacetime economy of the nation.

Some of the soundest thinking toward the economic future of the country is that of businessmen, who realize that the financial security of their companies, their stockholders and their employes rests with their ability to live within the limits of sound policies and simple business arithmetic. Too little of this thinking by qualified business leaders sees the light of day, although the labor difficulties of industry have prompted more business leaders to talk directly to the public.

A few well-presented talks by top executives of a company go a long way toward accomplishing a sound public relations

job for their organization. Moreover, business as a whole benefits, providing the addresses are given broad general distribution.

This is not to suggest that the great majority of our business leaders join a Chautauqua circuit and tour the country lecturing on any and all subjects. The common cause will be immeasurably helped, however, if the forum of public opinion is given the benefit of their considered judgment upon current economic problems.

There are a multitude of factors which comprise a well rounded public relations program, all of which command the attention and thoughtful consideration of management at the top level. Similarly, there are various approaches to nearly every public relations problem, and numerous implements of public relations practice. Circumstance and company policy determine the avenue and extent of approach to each problem. Whatever the individual company problems, a successful public relations program requires sound policies and able execution. Today, more than ever before, the support of an informed public is essential to the successful conduct of business under our traditional precepts.

*Born in New York City in 1894, J. CARLISLE MACDONALD received his formal education at Stevens Institute of Technology, and in England. Although he bears the title Assistant to the Chairman of United States Steel Corporation, he is the corporation's director of public relations—administering the programs of U. S. Steel and its many subsidiaries. From 1931-1936 he was public relations counsel to Guggenheim Brothers. Ten years ago he assumed his present position.*

### Propaganda Defined

"Intentional propaganda is a systematic attempt by an interested individual (or individuals) to control the attitudes of groups of individuals through the use of suggestion and, consequently, to control their actions; unintentional propaganda is the control of the attitudes and, consequently, the actions of groups of individuals through the use of suggestion."—LEONARD W. DOOB, *Propaganda, Its Psychology and Technique*.

# How To BUILD GOOD RELATIONS WITH SCHOOLS

By PAUL S. AMIDON

Consultant on Educational Relations, General Mills, Inc., Minneapolis

ONE OF THE MOST FERTILE of all public relations fields, and one in which industry is just beginning to acquire know-how, is that of educational relations; building understanding between business and industry, on the one hand, and educational institutions—at all levels—on the other.

Schools are not just buildings, equipment, textbooks. They are a vast human network of present and future purchasers whose attitudes and conduct affect every business large and small. There are the children—for whom the school exists; the teachers, directors, supervisors, administrators; staff members of colleges and universities; personnel of teacher-training institutions; state officials who formulate policies; members of the United States Office of Education. These are the people whom business should make an effort to know and who should know business.

In the United States over 30 million students receive formal training in classrooms from kindergarten through college. Over one million teachers give instruction to these students. One-half million

or more adults serve on lay boards of education or, as administrators, direct the educational program. Millions of additional adults participate actively in organizations associated with the schools. In this broad sense these people, who are the schools, represent close to 100 per cent of the consuming public.

Business has a vital stake in education. Leaders in public relations and advertising know that business is best where the population has a high educational level—where people are prosperous and strive for higher standards of living. They know that whatever enlarges the vision and raises the cultural level of the people will increase the potentiality for their service and for the products that industry produces.

Educators today have greater confidence in business because of the active support given to education by business organizations and business leaders. It is true, however, that companies have not taken advantage of the many opportunities that exist for assisting schools in their job of training youth.

Some industries are suffering from mistakes of the past. Many of the abuses heaped upon business by education are the result of deliberate attempts on the part of some industries in the past to exploit the schools for their own selfish ends; others are the result of a failure to understand the way the schools operate and what the schools need. Although these abuses have not entirely disappeared, there is today generally a healthy understanding and relationship between business and education.

The ways in which industry has assisted education are too numerous to mention

PAUL S. AMIDON joined General Mills, Inc., as consultant on educational relations, in October, 1944. Prior to that he served as Superintendent of Schools in the city of St. Paul, Minnesota, and was formerly deputy State Commissioner of Education for Minnesota. Recognized by *Who's Who In America* as a leader in education for twenty years, Mr. Amidon is widely known among school people throughout the United States.

and yet its resources have scarcely been tapped. Many educators are unaware of the vast potentiality that exists in the business community that would enrich the training and educational experiences that go on within the classroom.

Research is carried on in many fields by industry. From the industrial laboratory new knowledge is coming each day. Industry has in its employ specialists in nearly every field who can be used in a variety of capacities to assist schools in the job of training youth. The story of how the Government made use of the research facilities and the technical experts of industry during World War II is common knowledge.

City school systems have worked out cooperative vocational training programs to give on-the-job training to youth. The guidance departments of many school systems work closely with the personnel departments of commercial firms. Home economists and nutritionists in business contribute much to the development of school home training programs.

Business has made great strides in the fields of personnel management, market analysis, consumer study. Education could also gain by using the techniques employed by business in these areas.

How can this information, knowledge, and experience be made available to schools? Innumerable ways suggest themselves. Some subjects lend themselves to effective presentation through films and slides; others, to be prepared for use by individual pupils and teachers, are best developed in posters, booklets, and leaflets.

### Building the Program

Building a sound program of public relations with schools requires the experience and training of the educator as well as the skill of the public relations man. From industry's standpoint such an educational relations program should accomplish two objectives. First, it should bring the good name of the company into

focus among educators. Secondly, in the long run it should tend to increase the market for the products that the company manufactures. To achieve the objectives set up, certain general considerations will serve as a guide:

### Points To Consider

a) The program should contribute to the purpose for which the school exists—the training of youth. The ingenious public relations man with almost any company can find a service his firm can offer that will contribute to education.

b) Each company should provide a service in terms of its resources and major interest. For instance, since food and insurance companies have a stake in health and nutrition, they can logically contribute most to the schools in the field of health, nutrition, or safety.

c) Individuals responsible for public relations and advertising programs must recognize that the schools are not market places in which to sell products. Although much material containing direct advertising has educational value to the discriminating teacher, too often the general tendency is to include so much sales promotion that the educational purpose is defeated.

d) Business should recognize that the schools must be impartial and must extend to all companies the same privileges. It follows, therefore, that the responsibility for deciding whether a program is desirable or undesirable rests solely with the school administrator. Any company that attempts to coerce a school to accept its program or that circumvents the proper administrative channels in its approach to the school rightfully forfeits the respect and confidence of all educators.

It is imperative that commercial firms work through the proper administrative channels and that in all cases they make known to administrative officials responsible for educational programs the purposes of their programs and the extent to

which they wish to carry on promotion.

e) Materials and services should supplement and implement the school program and be developed for integration with existing curriculum.

Too often materials are distributed without rhyme or reason in the vague hope that the teacher will fit them into the curriculum and that a few seeds will take root.

They should be designed for a specific purpose and should meet certain specific educational needs.

Business should seek the advice and counsel of the most competent educators available in planning their services and in preparing their materials. The kind of promiscuous pamphleteering done by some companies has questionable value both to education and the individual company.

Any company planning to develop materials for school use should study the report on "Commercial Supplementary Teaching Materials" written under the direction of Dr. Thomas H. Briggs and published by the National Education Association.

### **Teachers' Reasons**

Teachers and school administrators are far more likely to make use of commercial materials when they contribute to the classroom teaching situation. Here are a few reasons most often listed by teachers for supplementing textbooks with commercial materials provided by business:

They enrich the curriculum and enliven the study of a subject.

They provide up-to-date information.

They are attractive and appealing.

They cover a range of subject fields often not adequately covered in textbooks.

They are practical and give a feeling of reality.

They are often free and easily accessible to the schools.

They provide a contact with industries

that often constitute an important segment of the community the school serves.

They provide effective consumer education.

They add to knowledge about different products and different companies.

They present different points of view.

They provide for exploration and specialization among students with special interests.

They provide a source for studying the techniques and methods of advertising.

### **A Series of "Don't's"**

f) Companies that wish the greatest acceptance and use of their materials should abide by a few don'ts:

Don't spread the name of your company all over the pages.

Don't sprinkle the names of your products throughout the context.

Don't distort the value of your products at the expense of presenting a valid story.

Don't make dishonest claims for your products.

Don't belittle other companies' products.

Don't assume that you are meeting all needs expressed by teachers in certain fields.

Don't ignore the laws of learning.

Don't "write down" to the teacher.

Don't sacrifice educational soundness for color, appeal, and promotion.

Don't use the scare approach.

Don't write above the level of the students for whom material is designed.

Don't use the negative approach.

Don't try to cover too much territory.

Don't play on emotion.

### **And a Number of "Do's"**

g) Conversely, the company that wishes acceptance should observe the following do's:

Design materials to be integrated with existing courses of study and curricula.



Design materials for child development levels.

Design materials for specific fields.

Design materials for use by specific persons in the system—teacher, administrator, pupil.

Design visual aids in conformity with the best practice in reference to type, color, design, illustration, format.

Develop materials with controlled vocabulary, proper sentence structure, sentence breaks proper for eye span at various levels.

Make illustrations contribute to the story.

Make presentation truthful, accurate, and objective.

Design materials suitable to children in terms of chronological as well as educational development.

Prepare materials that are concerned with principles or products in general rather than with brand names.

### Objectives and Principles

An example of the broad field of business-school relationship is the program which is now under way experimentally at General Mills. It was begun on the premise that in health and nutrition the company could make the most significant contribution educationally. The program has two purposes: 1) to contribute in a small way to the improvement of the health and nutrition of the American people, and 2) to build relations with educators.

The following principles guided in the development of the program:

1) That we would in all cases work through the proper administrative channels: state, county, and city departments of education, beginning with the state commissioner of education down through city and county superintendents; city and county supervisors; teacher-training institutions.

2) That we would seek out the counsel and advice of the best people available in the fields of health, nutrition, curriculum and related fields.

3) That we would plan a program of experimentation and demonstration.

4) That we would give particular emphasis in the elementary grades where, in this field, habit formation is the most important.

5) That we would design materials and services to assist the teacher and the school administrator in organizing community-school nutrition and health programs.

6) That we would give our emphasis to two specific areas: application and teacher training.

7) That we would attempt to demonstrate how schools can utilize available resources in building more effective programs in health and nutrition.

8) That we would design materials and services to meet a specific purpose at each level in the school curriculum.

9) That we would provide materials and services that are scientifically accurate and educationally sound.

10) That we would provide materials and services growing out of experimentation in test schools that would show teachers how to carry out functional programs in nutrition and health.

11) That we would demonstrate and then promote by spreading the ideas and the information growing out of demonstration schools and in demonstration teacher workshops.

12) That we would give emphasis to the community-school concept.

13) That we would give emphasis to experiences with food as well as information about food.

14) That we would cooperate with all agencies, public and private, interested in the health and nutrition of children and adults.

15) That we would not duplicate the efforts of others.

### The General Mills Program

General Mills program of assistance to schools in nutrition and health revolves

(Please turn to page 19)

# WHERE DO WE PLACE THE ACCENT?

By BEN S. TRYNIN

Research Editor, American Council on Public Relations

"Facts mean nothing unless properly interpreted. And the same facts may be interpreted in different ways by different people."

A CORPORATION EXECUTIVE, and his Irish setter, may both scan the same statistical chart, and each will interpret it differently. Facts are facts, regardless of who looks at them. But interpretation differs with the individual.

The importance of lending a proper interpretation to the results of a fact-finding project must not be overlooked. And yet it is very often overlooked. Some very profound studies have turned out to be a total loss to the researchers who made them, and to the corporation executives who hired these researchers to make them, for the simple reason that these researchers revealed a few significant findings, but failed to emphasize the all-important interpretation, or interpretations, which might be derived from these findings.

A striking example was one which I remember vividly from my wartime experience, when I encountered a provoking chart drawn by a personnel researcher engaged in one of America's major aircraft plants. This personnel researcher was fresh from his post-graduate study taken at a well-known university, where he had spent three years in assisting one of America's outstanding psychologists on a basic experimental project in the field of *heredity vs. conditioning*. His command of experimental technique was superb; his objectivity and methodology were beyond scholarly criticism. In other words, and in common parlance, the lad "knew his stuff."

His assignment had been to trace the relative influence, to put it roughly, between the positions attained by various engineers (he studied 1,000 of them) elevated to the plant hierarchy, or still re-

maining among the rank-and-file, and their various personal attainments. Among these attainments, he studied the factors of, a) *educational background*, b) *mathematical skill*, and c) *social aptitude*—the ability to get along with, and handle, other men.

Since this study was made during the early war-years, before the nation was flooded with literature emphasizing the importance of "personality factors" in the selection of supervisors, this young man was treading on virgin ground, and to a select few who were sensing the strategic importance of his problem, his work seemed to promise an interesting development. We watched his doings with bated breath.

He emerged with a dramatic conclusion. At least, so it appeared to him, and to those of his spectators who were endowed with technical experimental background. He produced a chart, showing three curves running off in different directions. Two curves, indicating the impact of, a) *educational background*, and b) *mathematical skill*, were explained by an equation: *r equals minus*—a small decimal fraction. The curve relating to, c) *social aptitude* was explained by *r equals .85*—a high decimal fraction. To those conversant with the coefficient of correlation fractions, this indicated that *social aptitude* was a highly significant factor in the elevation of engineers to supervisory positions, and that these low "minus coefficients" revealed that *educational background* and *mathematical skills* had little, none, or contrary relationships to the matter of supervisorial preference.

It seemed to demonstrate rather conclusively — judging from a survey of

1,000 engineering employees—that *human skill* more than *technical skill* was necessary for the engineering worker anxious to make his way in industry.

It seemed to demonstrate this fairly conclusively to those who could interpret the “*r* equations.” But, unfortunately, the vice president in charge of engineering in this major aircraft company was not one of these interpreters.

The vice president glanced at the chart, wrinkled his brow over the puzzling “*r* equations,” and unceremoniously thrust the chart into a tray with a sigh. Over three months and some good money had been wasted in tomfoolery that produced three *r*’s—nothing more.

The young researcher, of course, found himself in the doghouse, and he remained there for nearly two years, until somebody came to his rescue and taught *him* something of the “social facts of life”—namely, that *facts mean nothing unless properly interpreted*.

#### Infidel or Saint?

And the same *facts may be interpreted in different ways by different people*. For illustration, let us take the example of the old bishop and his vicar. They were strolling on a bright June day along a dusty road in France, when they encountered a strange sight: in a nearby field, a peasant was trudging behind his horse hitched to a plow, *and the peasant was repeating his rosary!*

Both men gasped. Cried the vicar: “What an infidel! To count his beads behind the rump of an animal . . .”

But, at the same time, the old bishop exclaimed in ecstasy: “Behold a saint! Even as he plows, his thoughts are holy.”

Each man saw the same peasant doing the same thing in the same place, but each man spoke with a different accent. Their interpretations differed.

The accent placed by the researcher on his concluding interpretation is not the least-important phase of his task.

When it is learned that as many as 50 per cent of the people in a certain com-

munity are inclined to hold a certain attitude, it must be remembered that 50 per cent apparently do not. When 40 per cent are found to “hold no opinion,” that situation is as significant as the fact that among the other 60 per cent, some hold one opinion, some another.

#### The OPA Example

One need not remember back more than a few weeks to the nationwide publicity given to various opinion-polls conducted in regard to the OPA controversy.

The general public seemed to feel that the OPA had performed its difficult duty with such success that its continuance was highly desirable, and even urgent. Many housewives knew that the price of nylons had declined from \$1.90 a pair in 1942 to \$1.40 a pair in the current period. They had heard or read that these same nylons were selling in Mexico City from \$4 to \$10 a pair. Obviously, the OPA policy was a powerful factor in keeping prices low.

However, a similar survey made among a few large retailers in a western city—unfortunately, this latter survey was not given wide publicity—revealed that:

- a) OPA price-ceilings were fairly well maintained) with a few exceptions);
- b) But the merchandise, to which these price-ceilings applied, were not available in many cases;
- c) The lower-price limits of *available* merchandise had jumped as high as 100 per cent in not a few instances;
- d) As a result, it would be honest to state that, in many cases, “price ceilings” were fictitious, since these applied to *invisible* goods, and the consumer often paid “inflated prices” on the basis of his *available* supply.

A poll of *informed opinion* did reveal these things, and—interpreted as such—might have acted as an antidote to a widespread poll of *uninformed opinion*. Too often this distinction is overlooked,

(Please turn to page 19)

# Do You Know Your RADIO SOUND EFFECTS?

By ESTHER FRANCES HARLOW

A student of the field presents some simple facts  
about a tool used widely in Public Relations.

**I**N THE LAST fifteen to twenty years, the problem of sound—realistic sound—has loomed large in the radio industry. In the beginning sound effects were unconvincing, and even with the aid of the spoken word they were impractical and unreal. With a few exceptions, such as bells, sirens, and telegraph keys which could be borrowed from manufacturers of such equipment for specific broadcasts, there was not one sound effect in the country which, without dialogue to back it up, was capable of producing a sharply defined image in the mind of the listener. And very few could produce a correct and realistic image even with the aid of dialogue.

The legitimate theaters of the country had sound equipment back stage for almost any scene which could be imagined. Many of these sound effects were tried and refused by the radio industry. In this trial process radio men made an interesting discovery: in the theater, members of the audience receive impulses not only through their ears but also through their eyes. The ocular reception greatly aids the audio reception. But in radio, the listener has only one medium of expression upon which to depend—sound; the rest has to be left to the imagination.

The growth of sound effects in radio was greatly advanced when a recording company decided to devote its energies to the reproduction on wax of innumerable realistic sounds to be used on the air. The company had spent many years perfecting equipment with which to record sound on films for the movie industry. When it first invited radio producers and

sound men to hear its results, these results fell far short of the requirements for radio. Taking to heart the detailed criticisms of the radio men, the company spent the next six months redesigning its special film-sound recorder.

Once again the men from the radio industry were invited to hear the results of its efforts. And this time the experience was a memorable one! For the first time since the problem had arisen, the directors and sound men heard several series of realistic sound sequences. And the recorded effects needed no build-up with dialogue to be thoroughly understood and correctly interpreted—they spoke for themselves.

From this turning point the development of superior sound effects has grown apace. National networks today have large sound effects libraries which accommodate recorded effects and boast manually operated and mechanical effects. Even small stations have enough sound effects to create plausible sound for the few programs which originate with them.

## How Sound Effects Are Used

Sound effects have many uses in the modern radio program:

1. *To project action.* In all types of programs, sound, if it is good and convincing, will add a touch of the realistic to the show. Footsteps, doors opening and closing, and horse's hoofs when needed, all make the dialogue seem more natural. Good sound should not attract attention to itself but should serve the purpose of adding unobtrusively to the scene in which it is used.

2. *To set the scene or locale of the incident which is taking place.* If one should hear the traffic noises of a busy intersection for five or ten seconds before the introduction of dialogue, he would have a fair idea that the scene was to take place on a street somewhere. The honking of horns occasionally, a screech of brakes once or twice, and the general hub-bub of traffic would be enough to suggest a street scene to him.

3. *To create mood or atmosphere.* When the NBC symphony orchestra is broadcasting from New York, the sounds of the audience as they wait for the conductor to appear and the program to start, and sounds of the violins tuning up all help to create a mood of expectant pleasure and desire to hear the music. The same thing holds true for a football game. Nearly always the pre-game sounds are allowed to go out over the air. The general noise of the crowd behind the sportscaster as he reads the opening line-ups helps create an atmosphere of excitement and impatience for the game to get started.

4. *To establish the time.* One of the most common examples of this particular use of sound is the striking of a grandfather clock. Many mystery shows are started in this manner. Nearly every listener to a show which is opened in this way will find himself unconsciously counting the strokes of the clock and thus be aware of the time.

5. *To establish the entrance or exit of a character.* When the scene has been set to expect someone, the opening of a door or the ringing of a doorbell is enough to announce the arrival of that person. Fading of footsteps from the microphone followed by the opening and closing of a door tells the audience that someone has left the immediate scene of action.

6. *As signatures or themes for programs.* The familiar creaking of the door which announces *Inner Sanctum* or the crowing of the cock on *Information Please* are two examples of this device.

7. *To create an unrealistic effect.* One can hardly place a limit on the possibilities of this type of sound effect. Imagination can oftentimes manage to produce vivid effects. This type of sound effect is applicable only to dramatic shows.

8. *For scene transitions.* There are two general conditions under which sound may be used effectively for transitional purposes. One indicates continuous action: usually accomplished by bringing one sound up over all other sounds, holding it for a few seconds and then fading it under the dialogue as the new scene progresses. The second condition indicates the lapse of time or the change of locale. This can be accomplished in many ways. The sound of a car or train after dialogue has prepared the audience for the change will tell that someone is traveling from one place to another and that there is a lapse of time necessary for one to arrive at this destination.

### Must Not Be Overused

9. *To create a montage effect.* Instead of having a full development of separate scenes in this type of show, two or three or four scenes are combined by throwing just two or three lines from each scene at the audience in rapid succession. In this case, sound is used either to bind together the scenes or to separate them. It can give the effect of a great many things occurring at once or it can cover quite a bit of territory in a short time. One must be careful not to overuse this particular device for fear of spoiling its effectiveness.

10. *As expository devices.* Suppose it is desirable for the audience to know without the aid of dialogue that a three-alarm fire is in progress. This can be accomplished by the blare of a siren two or three times, accompanied by the sounds of fire engines pulling out of the station at top speed. Sound can also be used as a background to the central dialogue or action in a program. The great danger in this lies in the fact that unless very carefully handled, sound may become more

interesting to the audience than the dialogue or central action thus detracting from the important element in the show.

Music is occasionally employed as a sound effect. One of the most common uses of music in this manner is the imitating of a train. The choice of music instead of actual sound allows for an additional emotional feeling to be built up in the audience. However, it should be remembered that music used in this way is generally merely a substitute for sound. It has its advantage but it should not be overused.

### Six Main Divisions

A classification system has been a natural outgrowth of sound effects development. It has six main divisions:

- 1) *Recorded* sound effects, which are put on records. Approximately 70 per cent of the sound effects used in radio today are recorded. They are beyond doubt the most important and essential part of any sound effects library.
- 2) *Manual* sound effects: those produced by hand and/or foot operations. The opening and closing of doors, footsteps and the manipulating of almost any material object in the studio are examples.
- 3) *Electrical* effects—used considerably in modern radio—include motors, vibrators, high-frequency machines, such as oscillators, and electrically operated bells, chimes and buzzers.
- 4) *Mechanical* effects. This division includes all kinds of clocks and springs, weight- or water-driven mechanisms, and noise-makers of various types and descriptions. No modern sound library is complete without its mechanical effects.
- 5) *Vocal* effects, in which the vocal organs are used to produce the desired sounds. Situations in which this type of effect is needed are becoming few and far between. Perhaps the most common example of a vocal effect is the crying of a baby.
- 6) *Acoustical* sound effects, so-called

because the character and quality of sound may be varied by the acoustic conditions under which it is produced.

Because networks produce the majority of programs on the air today, they require the majority of sound equipment. To facilitate the production of many of their programs they must maintain large sound effects departments and libraries.

### Basic Effects Essential

There are certain basic sound effects which must be at hand in a large studio where many programs are originated daily. These include:

*Recorded effects:* motor-driven vehicles — airplanes, cars, buses, tractors, trucks, etc.—under many varying conditions; animal sounds such as cows, chickens, horses, dogs, and birds; crashes such as those made by airplanes, cars and others; various types of bells, chimes and gongs; boat effects of many different varieties, including boat whistles, fog horns, harbor sounds; telegraph keys, teletype machines, etc.; construction sounds, including both metal and wood sounds; shop and machine sounds; explosions of different intensities; fire and allied sounds such as fire engines, sirens, and bells; horses walking, running and trotting under varying conditions; machinery—printing press, steam engine, excavation machines, etc; rain and thunder, warfare and water effects; crowd noises; wind effects of varying intensities; marching feet; nature sounds, including night noises, crickets, etc.

*Manual effects:* all kinds of doors, bells, chimes, etc.; brush and bush crackling effects; communications effects which are manually operated; construction noises such as sawing, hammering, filing, etc.; crash baskets with glass for glass crash effects; windows; fire; shoes with leather heels for footsteps; a platform upon which to walk; steps; horse's hoofs; various implements to produce squeaks such as rusty pulleys and hinges; wagon effects; guns for shots; a splash tank for



distribution to schools grew out of the water effects; a thunder drum, marching feet, telephone and dials for telephones.

*Electrical effects:* bells, chimes, telegraph keys, high frequency machines such as an oscillator and a thunder screen electrically operated.

*Mechanical effects:* bells, chimes, telegraph keys, and a mechanical rain machine.

A small, non-commercial station which does little program originating would need fewer sound effects. Such sounds as the opening and closing of doors, windows and drawers, could be made by opening a small door or window built specially for this purpose. A small recorded sound effects library including only one

or two records each of airplanes, cars, trains, nature effects, warfare, construction noises, and traffic noises would probably give all the sound effects needed. If, at any time, a more intricate sound pattern is desired the ingenuity of the station sound man should be able to take care of it.

It is impossible in an article of this size to do more than touch the high points in presenting facts and ideas about sound effects. However, it is hoped that the information presented herein will be of some value to the public relations worker who has almost daily contact with radio and must depend upon it as one of the most important tools he uses.

---

Is there one word which may serve as a rule of practice for all one's life? The master said: Is not "reciprocity" such a word? What you do not want done to yourself, do not do to others.—CONFUCIUS, *Analects*, Book V.

---

## How To Build Good Relations With Schools

(Continued from page 13)

around four general areas: experimentation in test schools, demonstration teacher-training programs, educational advertising, and offering educational aids to assist in building community-school programs in nutrition and health. The educational aids now being developed for results of a teacher survey. In response to a questionnaire 750 teachers in 36 states expressed a need for a teacher's guidebook in nutrition for use in elementary grades, posters, booklets to be put in the hands of pupils, films, materials to be sent home to parents, and a news letter for the exchange of ideas and information on the teaching of nutrition.

The principles outlined in this article have grown out of experiences and contacts with school people in various sections of the country.

## Where Do We Place the Accent?

(Continued from page 15)

in the current warfare of opinion trends, and so it has not been utilized to the fairest and fullest extent.

Many a historic struggle in the minds of men have been resolved (as every good lawyer knows from his experience) not alone on the basis of determined fact, but more often on the basis of the way these facts have been interpreted. Facts—by themselves—may mean confusion at times. They may even seem to be contradictory. The most effective interpretation is that which will not only reconcile the apparently conflicting facts, but will squeeze out the last juicy drop of realism and dramatic significance from the pulp and rind. When we bite into facts we may sputter and choke in the absence of such appetizing flavor.

# A Progress Report on Amalgamation

By GEO. W. KLEISER

President, Foster & Kleiser Company, San Francisco

THE AMALGAMATION POT continues to boil these days. Considerable activity on the merger is evident in all three national public relations organizations.

President Pendleton Dudley of the National Association of Public Relations Counsel, New York, has appointed a committee to explore the possibilities of amalgamation. Under the chairmanship of Sam Fuson, this committee includes Homer Calver, Averell Broughton, Edward Pendray, Alfred McClung Lee and Fred Haas. As reported in *Advertising Age*, in appointing the committee, Dudley indicated that the NAPRC approves in principle the idea of the single national organization.

President George F. Meredith of the American Public Relations Association, Washington, has moved his organization a step closer to actual negotiations. He has appointed an APRA committee to consider the matter of merging his association with either or both of the other associations.

The members of the APRA committee are Robert Harper, *Chairman*, Richard Hall, Phil McCombs and Paul Selby. The committee indicates it will be glad to meet with similar committees of the other associations for a thorough exploration of the merger.

## The Council's Committee

President Rex F. Harlow of the American Council on Public Relations has also moved the Council nearer actual merger negotiations by appointing a committee to meet with representatives of the other two associations.

Personnel of the Council's committee is: Edgar A. Waite, *Chairman*, John E. Pickett, Raymond W. Miller and Ed-

mund A. Cunningham. This committee has announced its readiness to meet with committees of the other two associations at a time and place mutually convenient.

Obviously a matter as important and far reaching as amalgamation is receiving very serious consideration by all parties concerned. Information coming from the three organizations is that group deliberations are provoking a variety of reactions. This is not surprising. So many different factors are to be weighed that inevitably conflicts of views are encountered. These conflicts are intra-group as well as inter-group. Consequently, weeks and possibly months may be required before all elements in the situation have been considered and the way paved for final action.

## Definite Progress

However, the consensus of leaders in the three groups at the moment seems to be that ultimate amalgamation is more than likely. Well-informed and astute observers unhesitatingly say that definite progress is being made in moving the three organizations together. It is their expressed conviction, too, that resident within the three national bodies is the necessary intelligent leadership, unselfish spirit and loyalty to what is best for public relations to achieve amalgamation on a sound and constructive basis.

Whether these conclusions are justified only time can tell. But one element in the current picture which no doubt contributes to their feeling of optimism is that the merger has become more than talk. It is a plan in movement; genuine action is evident in New York, Washington and San Francisco.

# THE PUBLIC RELATIONS COUNSEL

## *Is Licensing The Answer?*

By WALTER W. BELSON

Director of Public Relations, American Trucking Association, Inc., Washington, D. C.

NOT SO VERY LONG AGO I heard a public relations man tell an audience of his peers that he firmly believed some form of licensing should be developed for those professing to offer advice and counsel on public relations. More recently a leader in this field, for whose background and attainments I have the highest regard, made a similar pronouncement in print.

Back of these declarations, no doubt, and prompting them, is the feeling that too many persons who are incompetent and whose credentials will not bear inspection are now holding forth as experts, thus endangering both the established people in the field and the prospective clients of such counsellors.

Without denying that the condition indicated exists and, not disputing the possibility of some impairment of the standing of public relations from the present free and easy technique of engaging in this activity, I firmly believe that licensing or any similar device is not the answer. Nor do I see how any form of examination, or any formula of testing and checking can possibly be set up to accomplish that, for example, which is accomplished by a State Bar examination for aspiring attorneys.

The reason should be obvious.

In those fields in which the state now holds it essential to the public interest to examine into the capacity of prospective practitioners, there is in every case, a substantial body of exact and precise information upon which such tests are based. In the case of lawyers we have the common law and the statutes, amply documented, indexed, analyzed and sufficiently real, indeed, to be seen, felt, kept in a library. Similarly we have an exact

science to a great degree in the fields of medicine and dentistry, at least with respect to much of the subject matter. Physiology, etiology, and even much of diagnosis and treatment, are all pure science, mastery of which can be demonstrated by examination. Even a plumber has an accepted technique for wiping a joint and operates under a sanitary code about which he can inform himself and concerning which he can be examined.

But what about public relations?

I should commend more highly the daring than the judgment of any man undertaking to set up a list of questions or a mode of procedure adequate to enable him to point to one who had "passed" and say, "There is a competent public relations man."

That may be carrying the point of some form of pre-testing or pre-examination to the ridiculous but, if so, I can't help it. That's where I think it belongs.

It is perfectly natural that we, devoting our lives to the work we are in, should want to achieve if possible something of the screening out benefits to be derived from licensing or certification. It is still more natural to turn instinctively to the procedure by which this is done in other occupations or professions. But the trouble, it seems to me, is that what works for law or dentistry or even the ministry, will not and cannot work in a field as diffuse and as lacking in a solid core of recognized knowledge and technique as is the field of public relations.

This is not to say that we do not have technique in public relations. We do. But unfortunately the mechanistic aspects of public relations work, are, in the final analysis, a relatively minor accomplishment of a truly adequate counsellor. Far

more important is the matter of *when* and *how* to use these tools—purely a matter of judgment; and equally important is the ethical viewpoint guiding the use of these tools.

### No Precise Delineation

To emphasize the complexity of the problem, particularly as it concerns the matter of saying who shall and who shall not engage in public relations, we might as well consider the fact that we still lack a precise delineation of the field of public relations itself. We are still at that stage of our development in which we prefer very general definitions of public relations. We have all engaged in discussions, no doubt, as to succinct definitions of our work and have discovered that almost every attempt to be specific runs into difficulty.

If one concedes that industrial relations, stockholder relations, publicity in all of its aspects, legislative relations, research, community relations and consumer relations are properly to be included in any adequate concept of public relations, some idea of the impossibility of state controlled or supervised examinations or certifications in this field can be apprehended. And most public relations people will agree that all of these, and more, are properly within the household of public relations.

Speaking frankly, there is another aspect of the impulse to license or regulate public relations which I think definitely unhealthy. Not all of those who feel this urge are motivated by the high ethical concepts of the two men previously mentioned. It requires no Hercule Poirot to discern that behind some of the thinking on this subject is the old familiar closed corporation motive.

Honest dismay at, and dislike of, bumptious and pushing "counsel"—who obviously have little to recommend their employment other than an inordinate self-confidence and brashness—is coupled sometimes with just a trace of selfishness. Whether admitted or not, it ap-

pears to be a matter of record that not all of those who think of licensing and regulation and restricting the field are motivated by high ethical concepts, a burning desire to protect the public and the profession. Sometimes it is apparent that such programs actually have as their most cherished objective the posting of "Do Not Trespass" signs around arbitrarily staked off game preserves.

I have a deep sympathy for the young people coming out of the services and out of war industries, and looking longingly at our activity. It is indeed fascinating work and I don't blame them for wanting in. Given young men or women who are smart, honest, anxious to learn and willing to work, it seems to me that we can be tolerant about their major or minor triumphs to date. They may assay very low in our opinion but it is well to remember that we still have some good men who mention in background material the fact that they made Sigma Chi. (At this point you may cross out Sigma Chi and substitute your own.)

We should not, it seems to me, be too disturbed by the flood of talent washing into the areas of public relations. Many of these aspirants will prove themselves, given the opportunity.

Of course a considerable number of incompetents as well as a substantial quota of fixers, trimmers, fakers and amoral opportunists are affixing the label "public relations" to their activities and cashing in thereon. Too many of them.

### Older Professions Too

But, which of us does not know of one or more shysters in the law, quacks in medicine and charlatans in the ministry? These are the learned professions whose moral implications and responsibilities are fully as important if not more so than public relations.

At the moment, and to the great distress of many of us, public relations is a fad. It is an occupational novelty which has caught on both with those who would engage in it and with those who are con-

vinced that their business as a unit or part of an organization should support it. It is the "glamor boy" of the professions.

Under these conditions we may ask, "What is the answer to the dual problem of protecting the good name of public relations as a profession and protecting the public against harm committed in the name of public relations?"

### No Single Answer

I suspect there isn't any single answer. It seems to me that there are several activities in which those in public relations should engage at once, and intensively, as an elementary application of their own techniques to their own professional problems.

First I would place self-policing. I think this can be accomplished only when those in public relations establish, through organization, a code or set of standards for our own guidance and adherence. Again through organization such code should be so aggressively promulgated as to become widely known and accepted, not only among public relations men and women but especially among those having need for our services. A long term program? Certainly. It will have to be a continuing program to meet what definitely is a continuing problem.

Second (and all of this rating is arbitrary) I should think we need turn our attention to educational institutions with the thought of establishing public relations on a defined occupational basis. That has been done in journalism, a field which presents many of the same problems and, particularly presents the basic obstacle of need for a wide and catholic knowledge of everything and everybody.

While it remains true that the ultimate test of professional accomplishment in public relations will be based upon the twin foundations of *judgment* and *ethics* and hence, as I believe, never susceptible to any test except performance, yet there are craft requirements which can and should be set forth. If the passage of time yields the dividend of wide public acceptance of the idea that public relations is a field which has skills and techniques which must be mastered, some ground has been gained. This can be done by concentration upon educational objectives, a project already under way.

Finally, those in public relations should, as individuals, dedicate themselves to elimination of misunderstanding of their work, a misunderstanding now rampant in the land. Perhaps here and there some self-selling is needed to offset the somewhat hang-dog complex which presently affects not a few of those in this work.

### A Place To Start

A militant spirit is needed today more than ever before. Some fighting back, intelligently handled, seems to be in order. Newspaper offices might well be a jumping off place since it seems clear that the public relations man is held in low esteem in some parts of that sector.

It would be both bad taste and bad judgment for one individual to assume that he possesses a formula to solve what appears to be a serious problem in the public relations field. I am sure of one thing, however, and that is that no form of CPA-type examination is going to solve the problem.

*WALTER W. BELSON has been active in the public relations field since 1926. Over the years he has operated news bureaus, edited and published country weeklies and trade journals and for a time served as instructor in Industrial Publishing on the faculty of Marquette University (his old school). Last December he was appointed by the State Department to represent U. S. employers at the London conference on transportation.*

# THE WEATHERVANE

By VIRGIL L. RANKIN

Public Relations Consultant, San Francisco

## Freedom To Fail

William Barns Given, president, American Brake Shoe Company, has demonstrated an uncanny ability to train and instill self-confidence in his subordinates. Successful management of 60 plants in 17 cities requires delegation of authority. Given's ability along this line has made him a legend in industry.

Given spends about one-third of his time on trips about the plants. On these trips he gives lectures to his management men outlining his principles of management. *Newsweek* (August 5) reports that the *Harvard Business Review* has asked Given to put his lectures in writing. In the current issue of the *Review* Given sets forth the first among his tenets of management. This he terms the "freedom to fail." He says, "Freedom to venture and freedom to take risks mean nothing if failure is always punished. It does not matter what form the punishment takes—it can be a raised eyebrow or a sharp tone of voice, just as well as dismissal or failure to promote."

He goes on to explain that of course no man can fail consistently and continue to enjoy the company's confidence; that risks taken must be intelligent risks; must be appraised in advance. But the point is that a man must be free to make a decision and initiate action, knowing that failure to bring success out of that particular venture will not harm him in the eyes of his superiors.

## Sugar-Coated Education

Public relations people, searching for ways to promote ideas and philosophies, may find important information revealed in recent studies of "comics." The wide acceptance, among children and adults, of Walt Disney cartoons, the newspaper funnies, and comic books points to these

as accepted communications media.

The popularity of "comics" is such that one will find them included in the forthcoming new edition of *Encyclopedia Americana* which presents a 13-column treatise on comics written by Professor Harvey Zorbaugh, Chairman of the Department of Sociology, New York University.

Educational Comics, Inc., publishers of a series of educational comic texts on American history and other subjects, report that many thousands of youngsters send, in advance of publication, their dimes and addresses for new issues of these booklets. Imagine children seeking books on American history!

A recent survey reported in *Advertising to the Mass Market* by James Davis Woolf, Vice-President, J. Walter Thompson Company, indicates that "everybody reads the funnies." The study disclosed that funnies were read by 76 per cent of childless adults, 82 per cent of adults in families with children. The popularity of the "funny section" may be compared with the general news 66.5 per cent, women's pages 53.3, sports 36.3, society 32.6.

## 1947 Budgets

Now is the time—the last quarter of 1946—when many organizations set up budgets for 1947. The public relations budget usually includes provisions for many types of printed matter; annual reports, house organs, manuals, etc. In preparing the budgets for the year ahead serious consideration should be given to the probability of substantial price advances in printing. Not only are paper costs rising, but, if current demands of typographical unions are met, labor costs in the printing field will rise more than 100%.

As an example: The National Pub-



lishers Association reports that Columbia Typographical Union No. 101, Washington, D. C., has just presented to the employing commercial printers of that area a set of demands for wage increases which include the following: Three weeks vacation at double pay; 35-hour week; hourly rates increased from \$1.53 to \$3.00; overtime, \$6.00 an hour; holiday work, \$9.00 an hour; 30-day sick leave with pay; and a contract for 30 days only. Parallel proposals are anticipated in a number of other areas throughout the United States.

### **Disabled Vets Superiority**

A nation-wide survey of employers whose combined payrolls list a quarter of a million employees, and representing practically every major phase of American industry and commerce, has recently been completed by the Disabled Veterans. This survey according to D.A.V. indicates that physically handicapped veterans are far from being payroll "deadheads"; that actually they are better producers than anyone else; that the disabled veteran is a superior workman to his non-handicapped veteran buddy, who in turn is, on the average, a better worker than the non-veteran.

These measures of superiority are indicated for the disabled veteran in D.A.V. and Veterans Administration figures: Lower absentee rate; fewer accidents; a much smaller job turnover.

It seems obvious that the disabled veteran is eager to prove that he can carry his own weight, that he is more careful, thorough, and anxious to do a real job. The personnel department of many organizations have conducted job analyses to find the jobs throughout their organizations which physically handicapped veterans can successfully hold.

### **Needs Reconversion Too**

The Association of National Advertisers has completed a study of house publications and has published the results

in a booklet for its members.

The booklet spotlights the need for re-conversion of company publications if employee readership is to be maintained. It reports that surveys of employees have shown virtually without exception that workers desire more information about their own company, more articles by executives on company policies, stories on new plants and products, financial reports, the manufacture and use of company products, who makes the company run and how, and the manufacturing processes and research.

### **An NLRB Decision**

According to a report in *Printer's Ink* (July 12) employers won't have to be so careful hereafter about what they say or write to their employees when facing a union election. The report states that members of the Textile Workers' Union (CIO), employed by M. T. Stevens & Sons Company, Dracut, Massachusetts, were about to take a strike vote in an effort to enforce a closed shop and checkoff. A statement by the company, announcing its refusal to bargain on those issues, was distributed to the workers. An NLRB examiner then ordered a new election on the ground that the statement of policy constituted unfair labor practice. Now, reports *Printer's Ink*, NLRB has over-ruled its examiner, stating that the company had not shut off the possibility of future bargaining on the issues involved by distributing its statement of policy.

### **As the Nation Goes . . .**

The public relations advertising of the New York Stock Exchange is gaining nation-wide attention and occasioning comment in the news, editorial and financial columns of the nation's press. The Exchange program is based upon the response to a public opinion poll which revealed misconceptions and misunderstandings of the Exchange's function and purposes.

The man on the street has expressed

wonderment as to why the Exchange, with no products for sale, has embarked on an elaborate advertising program. Emil Schram, President of the Exchange, puts it this way, "The future prosperity of the Exchange, its members and member firms, is tied inseparably to the future prosperity of the nation. As the nation goes, so goes the Exchange. When workers, employers and investors prosper, we prosper. And we all want prosperity. . . . We want a new brand of peacetime unity among workers, employers and investors; practical unity rooted in a realization of the fact that we go forward, or back-track together. Call it new understanding. To do its part in fostering this new understanding, the Exchange is undertaking to tell its story to the people."

#### **Army Public Relations**

According to Lt. General J. Lawton Collins, War Department Chief of Public Information, who commanded the 25th Infantry Division on Guadalcanal and led the 7th Corps from Utah Beach across the Rhine, the Army's high command has come out of this war with a new conception of the value of public relations. General Collins summarizes his views on public relations as follows (*Editor & Publisher*, July 13): "The responsibility of the Army is to make sure that the public has real information on which to base sound evaluation of its Army. The Army has nothing to hide, and nothing to fear, if it recognizes the public as a partner, as well as a boss; if it ignores the captious critic and assumes that public confidence is there for the making. But it cannot expect that confidence unless it is deserved. The individual soldier—commissioned and enlisted—is responsible for seeing that it is deserved. . . . It is the job of the public relations officer to assist the commander in cementing this partnership with the public by providing accurate, full and unbiased information . . ."

An Army Information School has recently been established at Carlisle Bar-

racks, Pennsylvania, to provide training for public relations officers and information education officers. They will assume staff positions.

#### **They Use Their Heads**

On the editorial page of the *San Francisco Chronicle* recently there appeared an interesting commentary on the labor-management relations of a large utility. It said in part, "The great and obvious difference between the Pacific Telephone dispute and other recent large scale labor-management disputes is that the telephone strike was settled a month before it happened.

"But the people may well inquire why it was possible to head off this imminent stoppage, whereas, the automobile, steel and coal disputes were carried on into the strike stage and extracted a fantastic fee in public inconvenience before any compromise was reached."

The answer seems to be in the statement of N. R. Powley, President, Pacific Telephone and Telegraph Company, who observes that in the course of the negotiations neither the unions nor the company at any time failed to realize that the public interest came first . . . negotiators for company and unions bore in mind at all times that in the long run the company interest and the union interest are synonymous with public interest.

#### **The Right Things in the Wrong Order**

Discussing the impact of recent scientific developments upon the world today Dr. Raymond D. Fosdick, President of the Rockefeller Foundation, says that men are discovering the right things but in the wrong order, which is another way of saying that we are learning how to control nature before we have learned how to control ourselves. He asks, "Where is the control to come from? Where do we look for the reservoirs of understanding and tolerance and moral agreement?" and observes that moral decisions are in-

dividual and cannot easily be achieved on the mass level which the present emergency seems to require.

"Indeed," he continues, "that is the trouble with our humanistic and social studies: They are predicated on an assumption which may no longer be valid, i.e., that there is time for intelligence to take hold, time for evolutionary processes to find the answers to complex moral and political problems. And yet that assumption has to be maintained, because adequate answers cannot be extemporized. . . . No social or ethical atomic bomb can be devised to neutralize the weapons with which we have armed our own savage instincts."

The approach to a solution, believes Dr. Fosdick, has to come from many directions. The economists, political scientists and sociologists; the biologists and the doctors; the humanists—teachers, philosophers, historians, poets, novelists, dramatists—all those who interpret ideas and concepts that give meaning and value to life, must help.

"It is these leaders in every field," says Dr. Fosdick, "who must build the moral and psychological sense of the fundamental unity of mankind—the community of mutual interest which binds all men together everywhere."

### *Products and Their Producers*

Public relations workers are faced with the task of making sure that the public has as much faith in the system and management of industry as it has in the products of industry. This point was made recently by Philip D. Reed, Chairman of the Board of General Electric Company, addressing the Economic Club of Detroit.

"These past months have taught us the importance of getting the facts before the people in our plant communities—indeed, before all the people. We must greatly enlarge that activity. Too many people are convinced of the integrity of the products of industry and are equally convinced of the lack of integrity of the varied managements that produce them.

Product advertising and splendid product performance are responsible for the first conviction. Failure to advertise the merits of competitive capitalism and the part management performs in it is responsible for the second," said Mr. Reed.

### *A Mere Game of Tiddly-Winks*

The Under Secretary of Commerce, Alfred Schindler, speaking before a meeting of members of the Commerce and Industry Association of New York late last month, and discussing some of the challenges to a greater economic future said among other things:

"Businessmen have always been one of the most progressive forces in our country. It is they who created and developed the free enterprise system. It is they who today must continue to make it work. It is their responsibility to do so, and they have a perfect right to demand that all who are a part of this system co-operate to the fullest in seeing to it that it works smoothly.

"Whatever aches and pains we may suffer as a result of the first stumbling block of 'runaway prices' may not be of long duration. Our recovery, however, will depend on how well we avoid the second stumbling block—that of industrial conflict.

"This stumbling block is a very unfortunate one because it interferes with the production we are so desperately seeking to achieve. Moreover, by reducing supplies and raising costs, industrial disputes tend to force prices still higher. Should the price-wage spiral get out of hand, the labor-management strife of recent months might appear as a mere game of tiddly-winks compared to what may lie ahead."

Mr. Schindler maintains that if we can quickly and greatly increase our present production and keep it rolling without any interferences we can have our boom without the bust. If we jeopardize production in any way or manner our promised prosperity may be "like a gravy train that hit an open switch."

(Please turn to page 37)

## THE AUTOMOTIVE SAFETY FOUNDATION

By JOHN W. GIBBONS

Director of Public Relations, Automotive Safety Foundation, Washington, D. C.

IT TAKES ALL KINDS OF PEOPLE to make a world, as my wise old grandmother in Idaho so often says. This loose and comfortable idea explains for her a great many of the inexplicable antics of mankind which are reported in her newspaper and over the radio.

The same philosophy offers solace to those who worry about defining the business of public relations. It takes all kinds of activities, a multitude of apparently unrelated types of programs, to make up the very big thing called public relations.

A paradoxical case in point is the work of the Automotive Safety Foundation, headquartered in Washington, D. C.

Usually, in a company or association, the concept of public relations is closely associated with the idea of publicity. The end-product of the job is supposed to be promotion and press agency for the organization carrying on the program.

But the Automotive Safety Foundation, as a matter of policy, goes to considerable lengths to avoid press agency, and to minimize publicity for itself!

There is a perfectly sound reason for this. The Foundation works with and through other agencies and organizations. In seeking the cooperation of these groups, and in stimulating and assisting their efforts, the Foundation deliberately avoids publicizing itself. Instead, it works diligently to see to it that the groups doing the job get full attention and credit.

This is good policy from the standpoint of getting results. It has built for the Foundation, and it continues to build, a constantly increasing number of close working relationships with public agencies, and large national organizations. It is a cooperative approach—rather than competitive—which creates unusual op-

portunities for coordinating national efforts.

But some curious secondary problems arise out of it.

For one thing, a policy of anonymity tends to shut off even the Foundation's own contributors from a detailed knowledge and understanding of the work being done. To overcome this, informational bulletins are sent at frequent intervals to the several hundred key executives of the automotive and allied industries. Occasional meetings, suspended during war years, are being resumed.

Another problem is the risk of appearing to be hiding something. While the Foundation seeks no publicity for itself, neither is its operation a secret. Anything which creates that misimpression would be harmful. And so a nice balance has to be maintained between anonymity and attention. In day to day operations, this becomes a sort of tight-rope walking act.

The program of the Foundation itself is essentially one of public relations on behalf of the allied automotive industries. It began in the middle thirties. Highway accidents were increasing, in number and severity. In 1935, an explosion of public interest in traffic safety was touched off by *Readers' Digest* with a first-class macabre shocker by J. C. Furnas entitled "And Sudden Death." The article got enormous circulation. (It was republished last winter by the *Digest*).

A lot of people immediately went to work on the problem, including many newspaper publishers, heads of civic organizations, and the automobile industry. At that time, Paul G. Hoffman, President of Studebaker Corporation, was chairman of the safety committee of the Automobile Manufacturers Association. The

committee had been more or less dormant.

"We looked over the situation," Mr. Hoffman recalls, "and found that there already existed the enforcement, engineering and educational techniques necessary to win the battle against highway accidents. But they had to be applied in balanced programs by the cities and the states. And the public officials whose responsibility this was needed public support."

The committee also found many national organizations and agencies interested in safety, and capable of carrying on effective support programs. But they needed encouragement, and some coordinating leadership. Many also lacked the financial resources necessary to expand their activities to the scale demanded.

The upshot was the creation of the Automotive Safety Foundation, which began 10 years ago making grants of funds and of staff services. Approximately half the funds were contributed by the motor vehicle manufacturers, the remainder by the rubber tire industry, automobile finance companies and the parts and accessory makers.

### Basic Principles

Under Mr. Hoffman's leadership, the leaders in the automotive industries set down a few basic principles which continue to guide Foundation efforts.

One is that the responsibility for solving public issues rests primarily upon duly constituted public authority. It is not the purpose of industry to usurp this responsibility. But it is the industry's purpose to assist the public at arriving at sound solutions of social and economic problems created by the use of their products.

Another principle is that the Foundation shall be devoted exclusively and genuinely—I would underline that word "genuinely"—to the public interest in this field. Only by so operating can the Foundation be effective. This is by no

means a piece of philanthropy on the part of the automotive industries. It is what Paul Hoffman calls "enlightened selfishness," embodying a recognition that whatever benefits the public in safer and more efficient highway transportation will also benefit those enterprisers whose markets depend upon motor vehicle mileage.

Certainly it is also public relations of a high caliber, and a monument to vision and industrial statesmanship.

### Encourages Training Programs

At the outset, some of the Foundation's funds went to universities for the training of traffic police, traffic engineers and for research. Some was granted to large civic organizations, to safety organizations and other groups, each having a specific phase of the total highway safety program. The result was encouragement and assistance for a rounded-out program in the enforcement, engineering and educational fields.

Spark-plug of the work during the pre-war years was Norman Damon, as Foundation Director, a dynamic, one-man coordinator who exercised administrative supervision for the Operating Committee over grants totaling several hundred thousands of dollars a year.

The proof of the pudding is in the rate of traffic fatalities. Beginning in 1935 with 17.6 deaths per 100 million miles of motor vehicle travel, the rate began a steady downward trend which carried it to approximately 12 in 1941, when Pearl Harbor interrupted the program.

With the outbreak of World War II, the Foundation was reorganized and its program expanded. It provided important assistance to the transportation conservation program, and was called on for help in the scrap drive and in other emergency programs.

The traffic safety work was continued, and a second major objective added: the sound development of the physical facilities needed for safe and efficient highway transportation. This embraces such prob-

lems as road and street design and construction, off-street parking and related matters.

With this reorganization, the petroleum and cement industries joined as Foundation contributors. Mr. Hoffman stepped up to the Chairmanship of the Board of Trustees, in which position he maintains an active interest in Foundation affairs. He was succeeded as president by Pyke Johnson, formerly executive vice president of the Automobile Manufacturers Association, a long-time highway transportation enthusiast once described by Paul Garrett as "a master of relationships."

A group of distinguished men serve the Foundation as members of an advisory committee on public relations: James Tanham, of the Texas Company; Paul Garrett, of General Motors; Tom Young, of U. S. Rubber; T. J. Ross, representing Chrysler Corporation; and Dale Cox, of International Harvester Company. This advisory group is chairmaned by Norman Shidle, editor of the *Journal of the Society of Automotive Engineers*.

Mr. Damon became Vice President in charge of the traffic safety operations, and G. Donald Kennedy, an outstanding

highway administrator and engineer, was brought in as Vice President for highways.

The Foundation continues to make financial grants. In addition it has developed a staff of top-notch consultants on problems of highway engineering, organization, public information and other fields. It now maintains cooperative working relationships with more than 75 organizations and agencies.

But the method of approach remains unchanged. The Foundation still has no program of its own, seeks merely to help sound programs conducted by others. Sometimes its staff services or funds are acknowledged publicly, in reports, movies, books, activities programs and in other materials. Sometimes they aren't. Grants are still made without editorial supervision.

"The objective is safe and efficient highway transportation," says Pyke Johnson. "Over the years the Foundation's method of doing the job has produced results. The men in the automotive industries, aware of the magnitude and urgency of the problems ahead, propose to go forward on the same basis."

### Answer to a Current Question

"There is looming on the horizon a device for a machine that will bring pictures to you by radio in your home. The other day you saw the announcement of that on the news page. Later on you saw some editorial notice of it on the editorial page. You were a little interested. When will that device come into your life? It will come into your life when it gets on the advertising page and not until then."

—WILLIAM ALLEN WHITE (1927).



# The Click of Her Heels

By DORA McLEAN

Assistant to the Director, American Council on Public Relations

IT WAS ALMOST 8:30 and as I scurried down the street to the office that morning I couldn't help noticing the click, click, click of our heels on the pavement—high heels, low heels, cuban heels. Instinctively I fell in step with the quickly moving throng. We were a good 50 per cent of the crowd that filled the street—we career girls with our clicking heels and our hurrying steps.

As one interested in public relations, it caused me to think about women in that highly competitive field today. Just where do we stand? And what can we look forward to? Now that the war is over what are our chances against men who are coming back to claim their old jobs? What opportunities have we for advancement? When are we going to be accepted generally? And of course, when are we going to realize Utopia, from a woman's point of view—equal pay for equal work?

So many of my working girl friends, chatting over a quick counter lunch or cigarette during a minute of rest from the day's routine, are inclined to say, "Oh well, it's a man's world anyway—what chance have we got?" But is it truly a man's world? And if we haven't got a chance, isn't it about time we did something about it? We don't want a woman's world either, of course. What we want is both a man's and a woman's world. Especially is this true in public relations. There's plenty of work and opportunity in this rapidly developing field.

A great deal is written today about woman's place in the scheme of things. Some say woman's place will always be in the home; others say, now that the universe has entered the new era in which the hope for peace on earth looms large, woman's place is in business, in govern-

ment, in education; wherever she can best serve as a useful citizen. For now is the time for both men and women to come to the aid of the world.

I believe women can be active and useful both in the home and outside. Women can and are making a success of marriage and a job. Scientific, economic, and social developments are contributing factors to this development. Wonderful new household gadgets, laundry service and nursery schools have played their part in woman's emancipation. Also an awakened sense of family responsibility in the husband and father half of the family circle has helped. Perhaps our men have come to realize that in the long run we are more interesting companions for them when we have time to develop our personalities and stimulate our minds outside the home.

There is much of encouragement for women in a review of the past. Great strides have been made in woman's lot since cave-man days. Then, as a chattel, her sole use in life was the propagation of the race. Came the days of the Roman conquerors and the famous women of that time—famous because of their basic and instinctive adaptability and diplomacy. These two traits have been in woman's favor ever since.

After the first World War freedom for women really began. They had already given up the bustle; now they discarded the corset, cut their hair, shortened their skirts, and got the vote. And along with their new life came higher education. They learned to think and be articulate. They became persons.

In the years of the second World War women demonstrated their worth and their ability to keep the home fires burning as well as the camp fires on the actual

battlefront. In highly skilled and precision work women were found to be excellent; in many operations, superior to men.

Yes, there is much encouragement when one takes a broad view of the past. And, therefore, we can't afford to be too impatient of the future. The door is open and we have our foot inside. We must not, we dare not, lose the good ground that we have so painstakingly won.

Some men have said that we will never make good executives because we are not emotionally sound enough; that we lose our womanly gentleness and become hard when we enter business. But how many swaggering young men executives have you seen who think the world is at their feet and who delight in frightening their trembling secretaries out of their wits? Everybody says of them, "Oh, give them time. They'll mellow with age after they've been in business awhile."

#### **A Defense Mechanism**

Give us the same break! It's all new and exciting to us, too, and we've fought hard to get up there even as you have. And too, we're afraid that we might lose all the advantage we've gained. So we protect ourselves with a tough veneer. That's a defense mechanism common to men and women alike, not just a feminine characteristic.

Some men say that we should be home raising our children. Well, what about the woman public relations counselor in the East who is the mother of 11 children and holds 11 college degrees? Successful living is at least in part a matter of good planning. We don't need nearly as much time as we used to think was necessary in carrying on the work of ordinary living.

It probably is true that few women have ever done great creative and inventive things in the world. But we haven't had the education and the chance that men have had, and maybe we've been afraid. We've been afraid of our men just as they have been afraid of us. That's just

basic human relations of the sexes again.

Men are slowly beginning to agree, however, that we have a place in business and the professions, that it is entirely possible for a woman to want a career, not as a stop-gap for marriage, but as a life work, with time out to have children, of course. This is what gives me hope in public relations.

#### **In the U. S. Senate**

A small evidence of this new trend in thought is what happened on the sacred floor of the United States Senate the other day. For the first time in history a woman entered the sacred precinct heretofore restricted to men. One of the Senators wanted to speak with his secretary. And a precedent of years standing was thrown to the winds of democracy.

A few weeks ago a young girl, just out of college, came into the office seeking help in finding public relations employment. She was an attractive youngster, her little gray business suit spic and span, her face shining and eager. She had specialized in journalism in school. She wanted to find a job where she could write. But during the war she had made the mistake of taking a stenographic job in vacations. Now as that was all the experience she could tender, it was all the employment she was offered. "But I don't want to be a stenographer," she said pathetically. "I want to write. That's what I'm trained for; that's where my interest is."

In a recent article a young woman member of the public relations staff of a major transcontinental airline expressed the common attitude toward women in public relations that is held not only by men but by women in the field. She said that, as a matter of course, the policy-making, administrative side of the business is handled by a man; women serve only on his staff. She conceded that women are new in the field and so inferred that prospects for the future are more hopeful. Even that much confidence is

encouraging. Much of our present difficulty as women seems to arise from the need to educate ourselves to have confidence in our sex. 'Tis sad but true that many women would rather work for an inefficient man than for an efficient woman, even if that work is done in public relations where ideas, imagination and skill are open to men and women alike; when the matter of sex should make little difference.

The assistant executive secretary of a state professional association, when questioned as to her preference, answered that she would just as soon work for some women as for some men. There are bosses and bosses, in both sexes. One works for a person, not a man or a woman, she felt.

She went on to discuss an interesting idea. Women have been working and keeping up homes for centuries. In olden times they had to weave and sew. In Europe especially they often worked side by side with their husbands in the fields or in the shops. Why should they stop now? Indeed they are not; women are making their mark in insurance, advertising, merchandising and other lines today.

### Self-employed Fortunate

However, she has the feeling that women who can go into business for themselves are fortunate. They have the opportunity and the time to prove their worth. They come to be accepted in the business of the community, rather than eliminated because they are women.

She believes that men fear women in business most because they feel that women cannot control their emotions; that when the woman in business has proved her ability to do that she is accepted on an equal basis. Too often, however, a woman has struggled so hard to get to her position that she refuses to have any sort of help, becomes hard and cold and then wonders why the world is so cruel to women. This situation arises, not because she is a woman as much as

because of the fight she has had to make in gaining her position.

All that this woman has said applies with force to public relations. It offers both the opportunities and difficulties she has outlined.

### Woman's Chief Difficulties

A woman training director of a large chain of department stores sums up the chief difficulties of woman in business as follows:

1) Men are afraid that women will marry and thus the money and time spent on their training will be to no avail. An employer often loses a good bet by this attitude. A properly trained woman who holds her job for three or four years is often many times better than a man in the same position. The woman will work harder because she knows she's on the spot. And the chances of the man leaving after three or four years are just as likely as in her case.

2) Men think they can't say things to a woman. They will withhold discussing difficult problems with her. She might begin to cry, and that they couldn't take.

3) A man feels, too, that a woman cramps his style. He can't feel free and easy or swear if he wants to.

4) Man is essentially afraid of woman's charm. The training director told of her own experience in applying for an executive position in a major oil company in which the man in charge told her that he couldn't hire her because he himself would never know whether he was trusting her judgment because of her knowledge and capability or because she was so downright charming. The fact that many women have been promoted too far because of their feminine charm when they are really not capable of holding the job, is making it just that much tougher for the rest of us.

5) Unfortunately the woman over 35, while perhaps trained for an executive position by her years of experience, has trouble ahead, unless, of course, she has

a special skill. Men fear temperament, and they have the idea that women get sick oftener than men. By 30 a woman should be in the kind of work in which she wants her career—even if she's only at the bottom. And she has to be ready to start at the bottom and work up.

6) There is great need of occupational information for women. Employment agencies only place clerical workers as a rule. The woman who wants to make her career is often confused as to where to start and how.

7) A woman in business has three strikes against her to begin with. If she makes a mistake, it's twice as serious as a man's mistake would have been. She

has to be twice as good to get half as far. However, if she doesn't get too cocky and if she doesn't bemoan her fate because she is a woman trying to get along in a man's world, men come to accept her in time as an equal.

Well, all this points to the fact that getting ahead in public relations is going to be a struggle for us women. But I think it's a struggle that we can and should successfully make. Faint heart never won fair lady. And, by the same token, faint heart will never win us our rightful place in public relations.

The candle is worth the effort. I say in all earnestness, "Let's make that effort!"

*Though man a thinking being is defined,  
Few use the grand prerogative of mind.  
How few think justly of the thinking few!  
How many never think, who think they do!*

—JANE TAYLOR, *Morals and Manners*.

ELIGIBLE for Council membership are: Policy-level executives; executives administering p.r. activity; public relations directors, counselors, assistants, and staff members; p.r. students.  
\*DUES: \$25 Annually

## RECOMMENDATION FOR MEMBERSHIP

IN THE

## AMERICAN COUNCIL ON PUBLIC RELATIONS

\*The Membership Dues Include Subscription to the Public Relations Journal

----- PLEASE FILL IN BLANK BELOW, DETACH, AND MAIL TO THE DIRECTOR -----

*To the Director, American Council on Public Relations*

369 PINE STREET, SAN FRANCISCO 4, CALIFORNIA

I nominate Mr. \_\_\_\_\_

Company \_\_\_\_\_ Position \_\_\_\_\_

Address \_\_\_\_\_

STREET CITY ZONE STATE  
for membership in the Council.

## PUBLIC RELATIONS IN THE MIDWEST

### —a "Thriving Baby"

By FRANK BLOCK

Frank Block and Associates, New York, St. Louis

INDUSTRIALISTS IN THE MIDWEST have found themselves in some tough spots during the past few years. And so public relations has been called upon to come to the rescue—to help do some "trouble shooting."

In time, of course, it is to be hoped that the management of this area will learn to regard public relations as a tool for crisis-preventing rather than crisis-breaking. For the present, however, it is being used chiefly to allay certain particularly explosive situations.

The forward strides which industry has taken during the past few years in the Midwest have produced great gaps between management and the groups it must deal with. These tragic "distances" frequently lie at the bottom of the great upheavals that begin in the Midwest and spread throughout the nation.

In certain regards, midwestern concerns have suffered from ailments common to institutions the nation over. Employers used to know their workers by their first names. There was a family feeling, with all the loyalty and cooperation that goes with it. But today an executive does well to know a small fraction of his employees. Firms have become so large that their employees often do not even know each other.

Rumors, strikes, turnover, and manpower difficulties have torn the textile industries, the steel-works, the packing-houses, the shoe factories, and virtually every other great midwestern outlet for American capital. Various solutions have been tried.

The strong-arm method is one. So-called "industrial relations experts" have moved in with the now outmoded "Dick

Tracy" technique. This approach has failed—miserably.

Paternalism in the "grand manner" has been adopted by a few. More pay, better physical conditions, bonuses—in many cases these have helped. But they have failed to root out main troubles.

The chief stumbling blocks to good employee relations remain in large part psychological. Midwesterners want that old-time feeling of being "on the team." They want to understand the game they are in. They want to see the men who call signals and talk over the plays with them.

And so throughout the growing industrial areas of the Midwest, employers are calling on public relations to help them "get along" with their employees, through well-written house organs, management-employee conferences, recreational programs, and similar devices. Where these scientifically-proved techniques are tried, strikes are letting up, manpower shortages are moderating, and production is rising.

Farmer-relations also constitutes an important problem for concerns in the Midwest. Besides being consumers, farmers are, in many cases, the chief source of raw materials. As midwestern industries have grown more complex, their lines of communication have been weakened between themselves and their sources of supply. This has caused difficulties that have to be met forthrightly and intelligently. The farmer has to be informed and won over—made into a true friend.

Another big problem that faces midwestern industry is community relations. Scores of corporations during the late thirties, seeking some relief from rising

labor costs, discovered the advantage of "moving out" to small towns. The "city fathers" invariably welcomed a new plant—for they were themselves businessmen who stood to benefit immediately from the increased purchasing power that a new factory could pour into the town every payday.

These men—usually in the local chamber of commerce or a similar group—were the ones the corporation had its contact with. When it needed a place to build, they provided it. When it needed information, they helped collect it.

In the heat of much enthusiastic reception, frequently no one realized that the enthusiasm was virtually limited to the same small group. The rest—except for the men and women employed by the new factory—thought of the corporation as an intruder. Perhaps it brought a swarm of job-seekers—frequently a motley crew in the eyes of settled townfolk—who filled the bars and disregarded community customs. Roadhouses, and "rackets" of one kind or another sprang up to drain off the new cash.

Passive rebellion of small-town citizenry against corporate expansion followed. It took many forms throughout the Middlewest. Hamstringing local ordinances were passed. Labor agitation, though disliked, received certain tacit support. Housing facilities and community projects, desperately needed to care for the influx of new employees, were not provided. The new management found the town "frigid," and was far from happy. All this because the company took its community relations for granted.

#### **How One Company Performed**

Not all midwestern companies are suffering from poor community relations, of course. Some have developed excellent community programs. Let's see what happened where one company called in counsel as soon as it planned to open a new factory.

Counsel was engaged to survey the

proposed labor market, to investigate the "kind" of community, and to feel the pulse, not of the "city fathers" alone, but of the total populace. These facts gathered, counsel and company prepared a thoroughgoing program—a program which beat even those inevitable "first rumors" to the draw.

People were told—through every medium—how the factory would benefit the *whole* town. The way a single dollar goes round and round, buying and selling dozens of dollars worth of goods, was graphically illustrated. Wide community participation was enlisted to make the new factory employees feel at home. Committees were organized to push this project and that, on behalf of the company.

This "education plus activity" program insured a *permanently* favorable community attitude. The populace as a whole, having invested much time and effort in making the factory's coming a success, was unlikely ever to backtrack.

#### **Eastern Contacts Important**

In addition to farm-relations, employee-relations, and small-town community relations, there are also New York and Washington contacts that the midwestern business executive must maintain.

New York is the point of origin of almost every major channel of communication. A midwestern producer must use such channels as the radio, the great news services, and the leading periodicals, to get his message across to consumers and "the trade" throughout the nation.

It is always of immense help too to learn—through the information-gathering facilities of trade associations—just what other members of the industry are doing about solving problems common to all. This inevitably carries the midwestern executive into New York and Washington circles.

Frequently, also, a public relations program for a midwestern enterprise can achieve maximum results only if it is



properly tied in with similar programs being conducted by branches of the same company in other areas, who have their top policy headquarters in the East.

Granting all these needs, however, there are certain things about the Midwest that we must remember. The average midwestern businessman is tough-minded, practical. Prestige for prestige's sake, or for the sake of some nebulous future return, does not interest him. He demands that public relations services be translated into a credit on each year's balance sheet. He knows where he wants

his business to go, and is interested in public relations only if it helps his business get there.

Public relations, in other words, like every other growing thing, is conditioned by its environment. In the conservative but virile Middlewest, it has great opportunities, but at the same time its work is clearly cut out for it. A "thriving baby" at the moment, it will grow into solid maturity only by proving its true worth in helping develop profits and practical good will.

## THE WEATHERVANE

(Continued from page 27)

### *Silly, Isn't It?*

Mr. F. E. Masland, Jr., President, C. H. Masland and Sons, Carlisle, Pennsylvania, editorializing in his company's house organ, observes:

"It is estimated the Army of the American Revolution required 54,000,000 man-days in which to defeat an enemy and create this, our country.

"It is estimated that in the first six months after V-J Day 70,000,000 man-days were lost by government-labor-management disputes.

"In six years we spent 54,000,000 man-days fighting a foreign foe and in six months we spent 70,000,000 man-days fighting among ourselves."

### *Our High Speed Age*

The public relations worker, who must keep up with the times and events if he expects to successfully operate in his field, will find challenging the new developments in aviation.

At the Ames Aeronautical Laboratory, Moffett Field, near San Francisco, the human capacity to be startled is somewhat strained. Nine wind tunnels have been set up to explore the flight mysteries beyond the known frontiers of the speed of sound—1056 feet a second. Only part

of the equipment is devoted to research in problems concerning what the laboratory technicians call "slow airplanes"—planes that fly at less than 700 miles an hour.

Here is another indication of the rapidity with which the world is shrinking and of the increasing speed of communication. And of the imperative need for broad understanding.

### *Much To Be Learned*

The atomic bomb focused the public eye upon the tremendous advances which have been made in nuclear science. Phillip P. Gott, President, National Confectioners' Association, writing in the Association's annual report, comments thus:

"We are struck with awe at the untold ramifications of this one discovery alone. . . . But there is another science which needs even greater attention. Daily, problems which confront us as an aftermath of the greatest conflict ever recorded indicate that in the science of humanities much is to be learned. Innumerable conflicts still continue because we have not mastered the science of those multiple forces growing out of the relationships between men."

# Lazy People Have Opinions Too

By J. ARCHER KISS

Public Relations Counsel and Lecturer, Chicago

ONE PREMISE OFTEN OVERLOOKED in public relations pursuits, is the fact that lazy people have opinions and that their opinions are influential.

Lazy people, you understand, are the ones who do not read as much as we would like them to. They look at the comic strips, glance at headlines and never read beyond. You could write a million words a month to them and miss them by a mile. They are lazy but they are alive.

If you will consider biological processes for a moment, you will realize that it takes genuine effort to read, but practically no effort to listen. Hence, we have the radio. Hence, we have the lecture platform.

Every night throughout the length and breadth of these United States in large jam-packed auditoriums and little village halls millions of Americans are listening to speakers. These listeners leave their homes and firesides, get into the family car or stroll over to the neighborhood hall to get some new ideas or have old ones verified.

A free lecture is advertised at the high school auditorium—a travel talk with motion pictures about the great west. Mr. Lazyman—who wouldn't read a paragraph on the conquest of the west—will pack up his family and go. When the talk is finished, and the lights return to normal, Mr. Lazyman has seen a picture of the west; has been deeply instilled with a desire to go there—by means of a very specific railroad which paid for the talk, the hall, the speaker.

A local service club holds its weekly meeting at the Y.M.C.A. A famous business expert talks on what lies ahead for American businessmen. The luncheon session is jammed. The speaker is an

authority. His talk is packed with facts which are interesting and helpful. Yet, when the meeting ends, every man in the crowd has received an unheralded message which had nothing whatever to do with business since the speaker had another objective in mind. He wove the secondary (his major) story in so skillfully that none knew what had been done. And that is the best way to get an idea across—by letting the other fellow think that he thought of it himself.

A speaker addresses a parent-teacher group on juvenile delinquency and intersperses his talk with a boost for re-election, for religious tolerance, for better schools or some other remotely related idea. He may have been paid by a group interested in the secondary objective and so becomes a "free" speaker with groups clamoring for his appearance.

Obviously, all this type of public relations work must be done skillfully or it fails utterly. However, take a brewers' group wanting to reach school heads and church committees. That type of audience would not invite nor accept such a sponsored speaker. But someone with a story of interest to such groups and with a personal reputation to support his claim to attention, can get in and he, on the other hand, can, if he is shrewd, weave his objective message into his talk so that its presence cannot be detected nor offense committed.

Another advantage of the platform is the fact that thousands of clubs are eagerly seeking speakers for their meetings; are thus willing to provide a ready-made audience assembled to hear your story. Many of these clubs have no funds to pay speakers so they welcome any speaker of merit whose services are made available through some legitimate reason.

Sometimes they pay a small fee for the speaker assuming that his generosity covers the rest.

In any event, the public is ear-minded. Radio has seen to that. Clubs do want speakers and thousands of them assemble their members to hear, day in and day

out. Here is an audience of tremendous size, eager to listen, willing to accept.

What a golden opportunity to get across a theory, a principle or a creed. They're out there waiting to hear it if you'll tell it to them—straight from the platform.

*J. ARCHER KISS is author of It's All In Your Mind, a book on human behavior, and Principles of Advertising and Marketing, a university text. He is a contributor to professional journals in U. S. and abroad; staff member, Dale Carnegie Institute, Chicago, and professional lecturer on human relations, sales psychology, and business conduct. He is a graduate of Chicago University School of Business Administration.*

#### Planned News-Publicity Service

### NATIONAL NEWS-FEATURES SYNDICATE

America's first private PLANNED NEWS BUREAU now serves your news-publicity requirements.

Excellent contacts—in all fields of publication, radio, television and newsreel. Production staff includes skilled writers of news and literature, researchers, pictorial experts and matrix specialists.

Correspondents in 88 cities. Daily dispatch of material to 2,400 newspapers and 375 radio stations.

**Moderate rates . . . Short term or prolonged assignments.  
Write HARRY C. GLEMFUSS, General Manager**

**NATIONAL NEWS-FEATURES SYNDICATE**  
**341 Madison Avenue, New York 17, N. Y.**

**Established 1920**

**Cables: Consultus**

**Murray Hill 2-1192**

*Kindly mention The Public Relations Journal when writing to advertisers*

## *Books for Business and Industrial Executives*

### THE ART OF PLAIN TALK

By Rudolf Flesch, Author of "Marks of Readable Style"

Everyone has to communicate with others—by the spoken or written word. And everyone who will honestly face the problem—do I really make myself understood?—will find this book a gold mine of information for improving his ability to communicate more directly and forcefully. "If I had to recommend one golden book on writing, for beginners as well as for those who ought to know better, this would be the one."—*Saturday Review of Literature*.

\$2.50

### ECONOMICS IN ONE LESSON

By Henry Hazlitt, Editorial Department, The New York Times

Here is the thoughtful layman's introduction to economics based on the conviction that the direct route to its understanding is through analysis of the fallacies most prevalent today. "I wish every American citizen could read it. It is admirably and simply done, and fundamental to any sound economic thinking."—Louis Bromfield.

\$2.00

### PROFITABLE LABOR RELATIONS

And How to Develop Them

By Paul Mooney, Formerly General Manager, Public Relations and Personnel,  
Kroger Grocery and Baking Company

Out of long experience in the constructive handling of relations with workers on all personnel matters, the author offers in this book specific guidance and tested procedures for building better labor relations within industry. "... timely, forceful and altogether helpful."—*Management Review*. "... merits the attention of executives, supervisors, personnel officers and training directors."—*Supervision*.

\$2.50

### HUMAN LEADERSHIP IN INDUSTRY

The Challenge of Tomorrow

By Sam A. Lewisohn, President, Miami Copper Company

A challenge, a warning and a guide to executive leaders to assume the full responsibility which is theirs for improved human relations in industry. "This is the most satisfactory book on labor relations that it has been my good fortune to read. . . . Readers of this book should be found by the thousands in the ranks of both management and organized labor."—Ralph E. Flanders, President, Federal Reserve Bank of Boston, in *Survey Graphic*.

\$2.00

At your bookstore or on approval from

**HARPER & BROTHERS, 49 East 33rd Street, New York 16, N. Y.**

## *atives*

---

ritten word.  
ake myself  
improving  
l to recom-  
those who  
Literature.  
\$2.50

on the con-  
lysis of the  
uld read it.  
d economic  
\$2.00

nel,

with workers  
idance and  
lustry. "...  
"... merits  
nd training  
\$2.50

ume the full  
lustry. "This  
en my good  
e thousands  
E. Flanders,  
\$2.00

---

6, N. Y.